

# News

# Connection

A monthly newsletter for DSHS staff and friends



This year 34 staff were honored for the outstanding job they have done over the past year. Seven of those winners were also recognized for their vision in working with culturally-diverse communities. Ten teams were honored for the terrific results they achieved. Read throughout the newsletter about our employees and their accomplishments in helping people achieve safe, self-sufficient, healthy and secure lives.

## Team Awards



### The Customer Service Specialists Reception Team - Spokane Southwest Community Service Office

This team has risen to the challenge of developing a system that provides support services to the public and was used as a training model for other CSOs in the Spokane area. They have worked together and substantially reduced the number of calls to the financial and social service staff. Their goal is to meet the needs of the client at the front counter. This group has set impressive standards in this office and has been admired by other CSOs across the state. They have consistently gone the extra mile for the sake of the office, their co-workers and the customers. **Team Members:** Sonja Dearmore, Jennifer Plumb, and Candy Moran, customer support specialists. (Not pictured: Heather McCarthy and Shawn Wilson)



### The Customer Service Specialists Reception Team - Spokane North Community Service Office

This team strives to improve every aspect of their job. The members are the first contact the public has with the department. They have finesse to handle difficult situations and show respect to clients. They are dedicated and loyal to each other and the work that must be done for the agency. They are the buffer between the clients and the caseworkers. This team accepted the task of setting up a quality orientation and are always working to improve. **Team Members:** Aletha Everett, Peggy Murphy, supervisor, Alan Olson, and Ken Heaton, customer support specialists. (Not pictured: Anna Flatt)



### The Employment Monitoring Data Project Team - Research and Data Analysis Olympia

This team formed to develop and maintain the Employment Monitoring Database to monitor employment outcomes of client programs. The database had to be operational and in production in less than five months. The data is used to measure client performance outcomes, essential data for improving client programs. The data generated enables us to monitor the

employment outcomes of clients. There is no one else in the country who is doing work anything like this. It is both visionary on a conceptual level and state-of-the-art on a technical level. **Team Members:** Martha Wandel, research investigator supervisor, Dario Longhi, research investigator supervisor, Margaret Shaklee, research analyst, Ted Lamb, manager, Eric Kohnen, database administrator, Jane Wingfield, editorial assistant, and Kathy Yates computer information consultant (retired in January). (Not pictured: Curtis Mack, geographical information specialist)



### The Ethnic Heritage Fair 1997 Team Office of Child Care Policy - Tacoma

This team was formed to allow persons from varied cultures to come together to celebrate their diversity and learn from each other. Debby Brown and Avis Riley envisioned the Fair as a way for child care providers to learn how to enrich the lives of children with diverse cultural backgrounds. This Ethnic Heritage Fair is the only one in the state that provides diversity training to such a divergent group of participants. Avis and Debby are committed to the enhancement of diversity. **Team Members:** Avis Riley, program manager 2, and Deborah Brown, social worker 3.

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### The News Connection

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Secretary's  
corner

by Lyle Quasim



May is my favorite month of the year because that's when I get to enjoy being secretary of the Department of

Social and Health Services more than at any other time.

What I thoroughly enjoy is being in the company of the best people this department has to offer. That happens when I get a chance to read the tremendous nominations for people to be recognized as outstanding employees and meet those individuals and teams.

While participating in this year's seven regional celebrations, I was again struck by the depth and breadth of the work that we at DSHS do on an individual and team basis. These outstanding employees reflect the daily commitment to excellence I find throughout the agency. And when called upon to face often fast-moving and difficult challenges, you join together to achieve remarkable results.

This year 34 employees were honored on an individual basis, with seven of those making a visionary contribution to improving our working relationships with diverse communities. And, 55 people came together forming 10 teams that accomplished tasks which help us better serve the people of Washington.

I have seen employees from every facet of the business community, from service industries to manufacturing and high-tech, and more. There's no doubt in my mind that the people who work in state government, in general, and DSHS, in particular, are as good and in many cases better than individuals working outside the department.

I encourage all of you to acknowledge your greatness and compassion.

I recognize the contributions that John F. Kennedy, Martin Luther King, Jr., and Mother Teresa have made, but they are not my heroes. My heroes are the individuals that I meet every day in this job. They inspire me to reach my potential.

Congratulations to all of you outstanding employees and thank you!

*Lyle Quasim*

# Employees with Vision

Each year the Vision Awards further recognize outstanding performance that leads to strengthening the working relationship between the department and culturally-diverse communities. Seven employees were honored for their contributions to increased communications and awareness of the department's commitment towards diverse workforce communities. The Vision Award is only presented at the regional and state level to employees who have first been selected as outstanding employees.



**Phillip Ambrose III**  
Field Representative  
Office of Indian Policy and Support Services  
Yakima

Phil brings a vast knowledge base of information about the American Indian culture. As a member of the Yakama Nation and a former tribal court judge, Phil brings first-hand information on federal and state agreements and program requirements. He is a facilitator to managers and staff on the political, social, and cultural aspects of the tribe. He has been a bridge between state agencies and tribal government, educating staff on Tribal Court and the Federal Indian Child Welfare Act.



**Cindy Blue**  
Juvenile Parole Counselor  
Juvenile Rehabilitation Administration  
Vancouver

Cindy's expertise and knowledge of youth involved with gang activity have been beneficial to the youth and to the safety of the community. She is committed to having youth make amends to their community through meaningful contributions which instill pride, work skills and right relationships. Cindy supports the concept of giving back to the community. She approaches youthful offenders in an assertive manner and requires individual responsibility and accountability from the youth.



**Dahl Oak Kim**  
Social Worker  
Home and Community Services Division  
Tacoma

In addition to her work, Dahl is involved with the United Way, Pierce County AIDS Foundation, the Pierce County Medical Society, the Rural Health Committee and the Pierce County Newsletter "News and Views." Dahl has also developed parenting classes to empower Korean parents to be more involved and has done crisis work for Comprehensive Mental Health with the Korean population. Dahl is a performer of star quality.



**Diane McCalmon**  
Residential Program Supervisor  
Division of Developmental Disabilities  
Everett

Diane's leadership has provided the framework for many individuals with disabilities to realize the dream of home ownership. Her efforts have improved the quality of life for people with developmental disabilities both now and in the long-range future. Diane has shared her vision with her peers by encouraging, mentoring, and fostering skill development to provide affordable housing. She has made a dramatic difference for people with developmental disabilities.



**Tuyet Nguyen**  
Vocational Rehabilitation Counselor  
Division of Vocational Rehabilitation  
Tacoma

Tuyet excels in her vocational counseling and guidance strategies and extends her responsibilities to include direct job placement for her participants. She goes outside her working environment to bring vocational rehabilitation services to the diverse population - to the Family Investment Center at Shalishan and Asian Counseling Services. She is always attempting to eliminate barriers that are perceived by the Asian population in working with the department. Tuyet delivers human service work with passion and is a role model to staff.



**Bonnie Means O'Flanagan**  
Home Support Specialist  
Native American/Alaska Native Unit  
Division of Children and Family Services  
Arlington

Bonnie develops unity between DSHS, surrounding communities and organizations. She is an effective Native American liaison and is loved and respected by the Indian families and children. Among her many projects, Bonnie coordinated and implemented the Native American Positive Parenting Curriculum. She has a unique understanding of both contemporary and traditional Native American challenges. Bonnie is unquestionably a woman of vision and perseverance. The Native American Unit unanimously feels that she is irreplaceable.



**Linda Tresaugue**  
Support Enforcement Officer 3  
Division of Child Support  
Tacoma

Linda is the Tribal Care Specialist for Region 5. She has established contacts and linkages with tribal courts, legal and social services staff of three regional tribes - the Puyallups, Port Gamble S'Klallam and Suquamish. Linda played a vital role in forming the first regional business plan for tribal operations and was instrumental in developing a "round table group" to provide information and answer questions for tribal members. She is a dedicated employee who improves the lives of children and families.

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*The mission of DSHS is to improve the quality of life for individuals and families in need. We will help people achieve safe, self-sufficient, healthy and secure lives.*



# Our 1997 Outstanding Employees

This year 34 employees were honored for their outstanding performances that are “Making a Difference” for our clients across the state. Over the past 16 years, the Outstanding Employee program has been honoring employees whose hard work, dedication, and spirit move us closer to our mission to improve the quality of life for persons and families in need.



**Sue Aden**  
WorkFirst Case Manager  
Spokane

Sue's first concern is for her clients. This has never wavered. Sue excels in her drive to search for resources for clients, in sharing those resources and in the level of care and commitment she gives her clients. Clients have said that she was the motivating factor behind the changes in their lives and co-workers feel that she is one of the most amazing employees of the Spokane North Community Service Office.



**Teri Bichler**  
Social Worker  
Spokane Southwest Community Service Office

Teri has always put her maximum effort into everything she does and the result is quality beyond expectations. She is very knowledgeable about her programs and in the automated systems. Teri often consults with others on cases in the pursuit of resources that will benefit those she serves. She has successfully placed parents with impairments into jobs through her efforts in linking them with third party contractors and vocational rehabilitation services.



**Laurie Branson**  
Social Worker  
Ellensburg Community Services Office

Laurie has demonstrated qualities of excellence during the transition to WorkFirst. She is one of the key players responsible for the Ellensburg Office's success transitioning to WorkFirst. Laurie took the initiative to develop and deliver training to staff throughout the region. She demonstrates that she is a team player and does not stop to think if a duty is hers. When she recognizes that an action needs to be taken to benefit her co-workers and clients, she offers to take the necessary action to get the job done.



**Donna Dorris**  
Program Manager  
Division of Program Support  
Olympia

Donna manages the largest and most complicated managed health care plan in the state. She is conscientious of details and quality work permeates all she does. She independently learned many technical aspects of the payment and eligibility systems. Because of her in-depth knowledge of the foster care system, the payment system and contract requirements, she is on a number of committees. Donna serves clients with dedication and has implemented many improvements in managed care.

**Roxie English**  
Complaint Nurse  
Adult Family Home Program  
Tacoma

Providers of Adult Family Homes refer to Roxie as professional, kind and understanding, even when she is asking them to give up their license. Roxie expresses information in a particularly clear and respectful manner and shares her knowledge. Roxie serves as a valuable educator, volunteering to teach providers about resident rights. She has responsibility for complaints in Regions 5 and 6 (14 counties). Roxie has shown tremendous dedication to the potentially abused, neglected and abandoned adults in adult family homes.



**Peggy Hays**  
Community Resource Program  
Manager  
Division of Children and Family Svcs.  
Vancouver

Peggy's goal has always been for the best interest of children. She not only coordinates and works with the children, she has fun with them. Peggy has also been instrumental in coordinating a supervised visitation program for children. The Foster Parent Association thanks Peggy for her commitment to making foster parenting an uplifting experience. Peggy exemplifies an invaluable commitment and positive attitude. Her underlying love shows through in the work she does for children and families.



**Leslie Howard**  
Developmental Disabilities Resource  
Manager  
Div. of Developmental Disabilities  
Tacoma

Leslie excels in treating clients with respect, completing paperwork and adjusting priorities. She has excellent relationships with the families with whom she works and she exhibits a compassionate spirit in all her interactions with them. She is an active member of the Community Inclusion Project and the Communities in Schools project. Leslie's abilities and willingness to help coordinate services for people with disabilities and families who have children with disabilities has enriched our community.



**Sheri Huddleston**  
Social Worker  
Home and Community Services  
Spokane

Sheri has earned a reputation as a creative and innovative social worker who believes in quality service and the values of each and every individual. She is well known and respected by clients, family members, Adult Family Home sponsors, social work agencies, and contracting agencies. Sheri's perseverance and dedication to the aging community is a tremendous asset to Home and Community Services. She truly does make a difference in the lives of people involved in long term care.



**Debbie Hunter**  
Outstation Manager  
Div. of Developmental Disabilities  
Moses Lake

It is rare to find someone as dedicated and caring in their work as Debbie. She is inspirational and hard working. Debbie was instrumental in the development and implementation of the Aktion Group, associated with the Moses Lake Kiwanis Club. She works closely with diverse racial and religious groups. Her advocacy, loyalty and commitment to families and people with disabilities are exceptional. People with disabilities and their families are fortunate to have a true champion for them in Debbie.



**Zafar Y. Ibrahim, M.D.**  
Psychiatrist  
Western State Hospital  
Lakewood

Zafar's enthusiasm for excellent patient care is truly inspiring. He consistently shows patience, good nature and an enduring sense of humor. He has proven his capacity to provide quality patient care and, without

seeming to, be very alert to the smooth functioning of staff from all levels of experience and backgrounds. Zafar is an advocate for patients and Ward E-3 is more motivated and hopeful in providing better patient care as a result of his efforts.



**Carl Johnston**  
Vocational Rehabilitation Counselor  
Division of Vocation Rehabilitation  
Seattle

Carl has successfully employed a remarkable 45 individuals and developed an incredible 85 rehabilitation plans. His performance has helped dramatically increase the production average for his entire unit. He works with a variety of participants and helps some of our most challenging. Many co-workers seek Carl's advice on case management. He is an admirable counselor who has earned the respect of the community, his peers, his supervisor, and his participants.



**Gail Lascik**  
Clinical Nurse Specialist  
Educational Services  
Eastern State Hospital  
Medical Lake

Gail demonstrates excellence in teaching, mentoring, leading and implementing changes that positively impact the treatment our patients receive. She has developed programs regarding medication use, therapeutic communication, and prevention/management of aggressive behavior. She is an ambassador for mental health care. Her joy in her work is infectious, encouraging others to also enjoy themselves. Gail is committed to the provision of quality patient care services. She is an avid patient advocate and role model for all state employees.



**Tammy McGrew**  
Network Administrator  
Aging & Adult Services Administration  
Olympia

Tammy serves as a senior consultant, providing support to computer information consultants statewide. She engineered and implemented a complete upgrade of the Local Area Network infrastructure of the Aging and Adult Home and Community Services Office in Seattle. She also instituted the "brown-bag university" - a series of lunchtime lectures, demonstrations, and practical exercise sessions that have received countless compliments and requests to continue. Tammy is a team player and brings tremendous energy to her assigned tasks.



**Jackie McWilliams**  
Social Worker  
Spokane Southwest Community  
Service Office

Jackie's creative ideas constantly amaze the management team as well as her peers, co-workers and state office personnel. During 1997, Jackie developed the Learning Disability Project and the Case Consultation Team. She was also instrumental in establishing a position for a staff person to serve as the first point of contact for the day care provider community who provide the Working Connections Child Care program. Jackie exemplifies the "best of the best" in her support and advocacy for clients.

(continued on page 4)

# Our 1997 Outstanding Employees



**Grace Moy**  
Customer Service Specialist  
Division of Assistance Programs  
Olympia

Grace consistently performs high quality work and models a high standard for integrity and fairness. She upholds the mission of the department by hiring welfare clients. Grace supervises the Telephone Assistance Program and has many cards and notes from telephone companies regarding team achievement and quality work. She ended the cumbersome paper process by computerizing. Grace is considered among the best for her supervisory style and ability to keep frontline talent happy and on task.



**Betsy Niemann**  
Administrative Assistant  
Community Services Division  
Everett

Betsy works on so many different committees, meetings and councils that team work is a big part of her job. She consistently and thoroughly learned each responsibility of her job with determination and passionate devotion. Betsy treats each staff member and client with respect and dignity. She cares about our clients and the patients served by our programs. The department is very fortunate to have such a well meaning and articulate employee.



**Sharon Newcomer**  
Social and Health Program Manager  
Division of Licensed Services  
Olympia

Sharon consistently brings together department staff, private agency staff and foster parent advocacy groups in developing program enhancements for foster parents. She provides foster parents with professional training to ensure safe, quality care for children. Sharon's achievements include charting the Foster Parent Web Site to provide foster parents with essential information. She also created Satellite Training to provide foster parent training in rural areas and for Native American tribes.

## **Regina Nolle**

Supervisor  
Division of Disability Determination Services  
Olympia

Regina has excellent program knowledge of the Disability Determination Program. She is extremely skilled in coaching her employees. She has the uncanny ability to know each employee's strengths and weaknesses and works to maximize their potential. Regina always remembers to tell her employees what they have done right as well as wrong. And when she tells you about the wrong, she does it in a positive way and gives suggestions on how to do the task better.



**Valerie Norisada**  
Social Worker  
Division of Children and Family  
Services  
Spokane

Valerie has achieved a considerable number of adoptions, helping many children and families realize their dreams. During 1997 she finalized 52 adoptions. Within a week of receiving a new case Valerie begins working on it. She believes that with a motivated adoptive family and a cooperative effort, adoptions can be finalized within two months. As one adoptive family wrote to her, "We want to thank you (seems like such a small phrase for such a large emotion) for everything you've done. You'll always be a *very* special person."



**Catherine O'Toole**  
Juvenile Rehabilitation Community  
Counselor  
Juvenile Rehabilitation Admin.  
Seattle

Catherine provides training and work experience in horticulture for young people in King County. She has created community partnerships and worksites for these individuals. Through each of her projects she helps youths build a sense of community and understanding. Catherine takes an active interest in each youth and works to get them enrolled in community college or specialized training. She has made an outstanding contribution to the lives of young people in King County.



**Pamela Pelton**  
Classification and Compensation  
Manager  
Employee Services Division  
Olympia

Pam represented DSHS on the Department of Personnel's Clerical Class Study Committee. Pam quickly formed a committee and developed allocation lists by personnel area. She developed a manual and uniformly trained personnel managers statewide in the allocation process. The result was a majority of allocations promptly made by August. Pam has strong organization and communication skills that kept the project on track. She has received many compliments for her work and problem solving on this tremendous project.



**Beryl Pielli**  
Social Work Supervisor  
Home and Community Services  
Spokane

Beryl has a superior ability to let her staff exercise their professional judgment and duties without losing the ability to always know what everyone is doing. This is a difficult task as she has 12 unit members, two of whom are stationed in another county. Her energy and devotion to her unit are remarkable and unwavering. Her unselfish concern for her staff, along with her positive attitude and truly cheerful outlook will always make Beryl an outstanding employee.

## **Marcy Rogers**

Data Entry Operator  
Information System Services Division  
Olympia

Marcy went over and above duty to support the needs of the Social Service Payment System Year 2000 Date Conversion Project. She has been integral to the success of the project. Marcy's acute perception and attention to detail allowed her to distinguish between intentional and unintentional errors, providing for an efficient system testing phase. Her initiative facilitated the completion of the system well ahead of schedule. Marcy was always helpful and willing to do whatever was in her power to make the project a success.



**Kelley Romeo**  
Information Technology Manager  
Division of Child Support  
Olympia

Kelley was instrumental in the development and implementation of the Financial Management Imaging System - a system that changed manual cash processing to an automated imaging system. Kelley was the primary intermediary between the Division of Child Support and the project vendor. She always found time to ensure that each problem was addressed on a long term sustainable basis. Kelley's motivation made positive contributions to the child support program and she accomplished her work with intelligence and a commitment to success.



**Tracy Sherhart**  
Social Worker  
Belltown Community Service Office

Tracy manages a large and very active caseload of general assistance recipients with great efficiency. She has often gone the "extra mile" in seeking information enabling clients to qualify for benefits. Her case records and documentation are exemplary in their completeness and accuracy and a model for the Belltown office. Tracy maintains excellent working relationships with all providers and programs serving clients. She is also well known among regional social workers for her efficiency and commitment to her clients and the department.



**June Simpson**  
Administrative Assistant  
Management Services Administration  
Olympia

June has performed tremendously in her work as Transportation Coordinator, with Hazardous Communications, Central Operations building security, as an Emergency Coordinator, and member of the Safety Committee. She has been instrumental in establishing disaster preparedness awareness with DSHS Headquarters building staff and has a willingness to use her energies selflessly for the good of her co-workers. During the holidays, co-workers in the mail insertion unit had to work overtime due to equipment problems. June took them donuts, literally, in the middle of the night.



**Mary Lou Szatkiewicz**  
Program Manager  
Children's Administration  
Olympia

Mary Lou was asked to expand and redesign the Children's Academy to update and improve the training sessions. Assistant Secretary Rosie Oreskovich made a commitment to Gov. Gary Locke that all newly hired staff would attend the academy within eight days of employment. Mary Lou had the drive to complete this goal. She vastly improved the quality of academy training. Mary Lou's efforts will have a long-lasting positive influence on the workforce of the Children's Administration.



**Lori Whittaker**  
Adoption Specialist  
Division of Children and Family  
Services  
Kelso

Lori completed a phenomenal 48 adoptions in 1997. As Lori worked to clear up a backlog of cases, she remained calm, understanding, and professional while working with families and attorneys. Because of the improvements she made to the placement process, plus the training she developed, the Kelso adoption program is now high on efficiency, quality and professionalism. Her work has allowed children who were left in "limbo" to now have permanency and stability — their own family.





Sharing our successes and commitment to reaching beyond the expected to the excellent

# Quality IN DSHS

## Management Services Administration

### QUALITY TEAMS TAKE PROCESS IMPROVEMENTS FROM IDEAS TO RESULTS

#### MANAGEMENT SERVICES ADMINISTRATION STRIVES FOR EXCELLENT CUSTOMER SERVICE

In Management Services Administration (MSA), many process improvement projects were initiated by staff members who took customer feedback seriously. This was reflected in the MSA Customer Service Baseline Documentation conducted by MSA Quality Steering Committee in February and March 1998. With this Customer Service Baseline, people who do the work can help identify opportunities to improve customer service.

Currently MSA has approximately 40 improvement projects taking place (listed below). These projects help us to increase efficiencies, consistencies, compliance, customer satisfaction and partnership. Although we only highlighted three projects in this article, it is clear that many other teams are also making efforts to improve their service. Every employee who takes the lead to make a difference is appreciated.

To support improvement efforts at the administration level, the MSA Quality Steering Committee is actively searching new ways to provide information and support to our staff members. The Communication Subcommittee just developed an action plan which included activities such as video brown bag lunches, quarterly conference, and focus group meetings. The Workplan Subcommittee is also in the process of developing action plan and performance measures.

While our staff members continue to strive for excellent customer service, we need to remind ourselves to celebrate our milestones and value all employees who help make this journey successful.

#### MSA Improvement Projects For Better Customer Service

*These projects help us reduce inconsistencies, process time, or possible sanctions:*

- Internal Complaints Backlog Reduction
- DSHS Warehouse Improvement
- Work Order Reduction
- Language Service Initiative
- Pay Progress A: Improve Pay Method for Part Time
- Pay Progress B: Improve Pay Method for Night Shift
- OSHA 200 Log Recordkeeping Improvement
- Personal Service Contract Review to Meet L&I's Independent Contractor Standard
- Improvement of Assault Benefit Investigation Forms
- Contractual Insurance Requirements
- Board of Appeals Improvement

*By using information and database technology, these projects improve our information management and efficiencies:*

- Affirmative Action Goal Attainment System
- ASD Web Page Development
- SSPS Year 2000 Conversion
- TRACKS Inventory Database System
- WACTrack Database Enhancement
- Contract Database Development
- Electronic Personal Service Contract Under \$2,500
- Records Reference Bar Code Enhancement
- Training Registration Automation
- Employee Locator Report: On-Line Replacement Access
- Building and Lands Inventory System
- Employment Monitoring Data Project
- Client Registry Project
- ADATSA Integrated Outcomes Project
- Arrestee Drug Use Monitoring (ADAM) Studies

*These projects increase partnership with our customers or suppliers in streamlining service delivery and assuring compliance:*

- Proviso Committee: Mental Health Service Coordination
- Interagency Mail Crisis Reduction

- Contract Management Improvement
- OB2 Security and Safety Improvement
- Interagency Reasonable Accommodation Placement
- Reasonable Accommodation Quality Improvement
- On-Line Training Activity Review
- Leased Facility Commissioning Project
- Facility Condition Assessment
- Maintenance Management/Staff Partnership
- Child Care Access Survey

*These projects provide training and tools to our customers so their needs and requirements can be addressed and communicated:*

- Contract Training
- Computer-Related Trauma Injury Reduction Training
- TRACKS Inventory Database User Training
- Clear Rule Writing Training
- Grievance Training
- Leadership Voices Training
- On-Line Attendance Training
- Human Resource Assistant/Personnel Representative Training

#### CONSOLIDATED SUPPORT SERVICES



*Team Members are John Layman, Rob Martin, Kacey Misterek, David Bratton, Ray Krafton, and Dean Goodrich.*

In November, employees at Consolidated Support Services (CSS) formed several Quality Teams to work on major problems they identified. CSS is the operations and maintenance staff for Eastern State Hospital (ESH), Lakeland Village and the other facilities on the state's campus in Medical Lake.

One of these teams addressed the problems associated with the impact of major capital projects on maintenance staff (for example: the remodel of the ESH Legal Offender Unit).

By charting the flow of communications, relationships and legal authority, the team identified opportunities to influence most phases of a project through informal reviews and opportunities for input. The team negotiated to participate in the design phase with project Architects and Engineers (A&E). Maintenance staff now accompany A&E and the contractors on periodic project progress walks. The General Administration project manager now involves maintenance staff throughout the project and responds to identified issues, ensuring potential problems are resolved before the contractor leaves.

The team developed a two-part communication form called a Request For Information (RFI). This form can be initiated by any craftsperson to express a concern, ask a question, make a recommendation or report a safety exposure to the assigned Capital Projects project manager. A second part is for a written response back to the initiator. All RFIs are logged-in when submitted and returned, and tracked for effectiveness. As a result of the team's efforts, maintenance staff no longer feel they are "left out."

Team chairperson and journeyman plumber Rob Martin believes "that the standard of accountability is being raised throughout the building and building maintenance industry. The RFI process will be cost effective and provide the owner with a better finished product."

Plant mechanic and AFSE Local 782 President Lee McNatt said, "Within CSS we are taking big steps towards getting employees involved in the decision-making process about what they do and how to solve problems. If we continue to go in this direction -- involvement of frontline employees and their union representatives -- we will have employees who will feel ownership in the company and not just a job."

The team plans to continue its meetings to review and refine the RFI process and nurture the communication linkages built with the other players in major capital projects.



# Simplifying the rules

## Regulatory Improvement in Management Services Administration

MSA works with other administrations to accomplish the goals of regulatory improvement. MSA staff produced the DSHS Regulatory Improvement Plan and will produce the annual progress reports to the Governor. MSA's Rules and Policies Assistance Unit (RPAU) review all programs' rules (also known as WACs, or Washington Administrative Code) and file them with the Office of the Code Reviser to be adopted. Currently, MSA has several regulatory improvement projects underway.

• **Clear Rule Writing**

"Excellent." "Very timely with regulatory improvement." These were a few of the many positive comments about the classes taught by Janice "Ginny" Redish, Ph.D. RPAU sponsored the classes in clear rule writing for DSHS rule writers in April and May. Ginny Redish, a Harvard-trained linguist and a lively instructor, has a list of clients that include Boeing, Hewlett-Packard, Intel, Sony, and Xerox.

Rule writers learn how to write clearly and concisely, and to design pages so that the users can find information easily. This might mean using questions as headlines or using alternatives to prose, such as charts or tables.

She says that to really know if a rule is clear and usable, writers should test it. "Have users think out loud as they work. Watch and listen as they try to find and understand information." An additional five two-day classes will be offered in July and October. For more information, contact Sue Haugh at (360) 902-7907.

• **Regulatory Improvement Progress Report**

The annual progress report on the DSHS Regulatory Improvement Plan is due in the Governor's Office by Oct. 15. The initial plan, submitted in September 1997, included the schedules each administration would use to review all WACs. In some cases, review schedules will need to be changed to accommodate new legislation and stakeholder feedback. Through May 1998, DSHS has repealed 493 rules, and the administrations are on target on their regulatory review plans.

• **Uniform Hearing Procedures**

The Board of Appeals (BOA) planned to make a relatively simple change in its rules, but the change also needed to be inserted in other programs' rules. While

reviewing other programs' rules, BOA staff found that hearing procedures differed throughout the department.

Staff from the Office of Legal Affairs presented their concern about uniform hearings procedures to the Regulatory Improvement Advisory Committee (RIAC). RIAC formed a workgroup, representing different administrations, to consider consolidation and uniformity of the hearing procedures. Members of the workgroup considered how consolidation to a single chapter on hearings procedure would impact each of their administrations. RIAC recommended MSA assign a staff person to the project.

• **WACTrack**

WACTrack, the relational database maintained by RPAU, can be used to show the status of a rule in the rule-making process. Staff in RPAU took classes in Access software and then worked with staff from ISSD to make the database more useful for regulatory improvement by quickly reporting how many sections have been repealed. Also, WACTrack can be used to provide information during the legislative session.

• **RPAU's Intranet Page**

DSHS rule writers can access many useful tools for regulatory improvement by using the RPAU intranet page. Rule writers can click on links to see statutes (RCWs), rules (WAC), administrative policies, the schedule of rule-making hearings, the Office of the Code Reviser, and the Regulatory Improvement Plan. You can view this page at: <http://asd.dshs.wa.gov/html/rpau.htm>

## Making sense of the rules

UNDER THE DIRECTION OF SECRETARY LYLE QUASIM, ALL ADMINISTRATIONS ARE EXAMINING EXISTING RULES AND DETERMINING WHICH CAN BE ELIMINATED AND SIMPLIFYING THOSE WE NEED. FOR MORE INFORMATION ON HEARINGS FOR PROPOSED RULE CHANGES CHECK OUT THE RULES AND POLICIES ASSISTANCE UNIT WEB PAGES AT [HTTP://WWW.WA.GOV/DSHS](http://www.wa.gov/dshs).

### SUCCESS AT WESTERN STATE HOSPITAL

Emphasizing customer service needs is the goal of Employee Relations Section. Employee Relations found that managers had few on-site resources for building basic leadership, teamwork techniques, and communications skills for use at work. Linda Irby, labor relations specialist, developed a "user friendly work related" workshop for her doctoral internship project. The workshop teaches leadership and proactive management principles. The laundry service staff at Western State Hospital was the first pilot for this program.



Team members: Jerry L. Dennis, CEO, Patrick Buker, COO, Virginia Sigafos, Chester Mathis, Mike Dominquez, Wilfredo Ortiz, Duoc Nguyen, Salsavaii Faamuli, Jerry Kellum, Jonathan Lloyd, Leing James, Lorene Fortner, Ernest Gillam, Steve Dunn, and Lang Loung

The nine-hour workshop started in October with the laundry staff taking the Department of Personnel's state employee survey. Staff scored low in Recognition, Feedback, Information and Teamwork. They indicated they would like to see better and more efficient management, a better automated supply system and a leader that is permitted to lead.

By the sixth and last installment of the workshop, the staff realized they had the means to make a difference in their work environment and the efficiency of their work unit. They also recognized they could improve their work skills through self-education and team development.

"Since the workshop, we have done a lot better working together," said laundry manager Fred Bolar. "For the most part there seems to be less conflict, more cooperation and a willingness to work together. Some individuals have even taken advantage of training opportunities to improve their skills. There haven't been any complaints or grievances that I know about among the laundry staff since our workshop."

In early July, 1998, the laundry staff is scheduled to retake DOP's survey to see how the workshop has affected the staff's attitudes. In the meantime, Western State Hospital management and WSFE Local 793 are developing a mentoring program for laundry staff interested in moving to other jobs around the hospital.

### DIVISION OF ACCESS AND EQUAL OPPORTUNITY



Team members: Vanessa McGee, Mike Stewart, Helen Harris, Cal Ceasar, Myron Toyama, and Frank Gavaldon

The investigative section at the Division of Access and Equal Opportunity (DAEO) found out first hand that quality is of benefit not only to themselves, but also to all of their customers including managers, employees and clients.

Last fall, mirroring a national trend of increasing discrimination complaints, the DAEO investigative section had a backlog of over 120 cases. This backlog was so severe that complainants had to wait several weeks before the investigative section made initial contact with them, and more than six months before the case was resolved. The investigators had to constantly reprioritize their work. Elimination of the backlog was made a top priority.

To address the backlog, a process improvement called a "Diary system" was put in place. This Diary system, introduced by the new assistant director, Jack Graham, has as one of its main concepts a centralized case-filing system. Investigators, who previously kept case files within their offices, were required to file them in a central location and only worked those cases they diaried for a particular week. This resulted in increased efficiencies by allowing investigators to simultaneously work a larger number of cases.

The results were nothing less than remarkable. By April, the backlog of cases went from 120 to 52. However, improvement did not stop here. Investigators, working as a team, streamlined the time frames for case processing. It is projected this new improvement will assist in achieving greater customer satisfaction.

Calvin Ceasar, one of the investigators, remarked that "the new Diary system has made the investigator's caseload easier to manage." Myron Toyama, the section supervisor, puts it more practically, "The calls have stopped."

### Sharing our successes . . .

For more information on the quality improvement activities occurring throughout the department, contact Bill Wegeleben, internal quality consultant, at (360) 902-0865 or e-mail at [wegelwh@dshs.wa.gov](mailto:wegelwh@dshs.wa.gov). Please visit the DSHS Intranet Quality Improvement site at [intra.dshs.wa.gov/news.htm](http://intra.dshs.wa.gov/news.htm) for updates.



# Way to go Teams!



### The Home and Community Services Emergency Response Team - Tacoma

On April 22, the Tacoma Fire Department called requesting assistance for a number of elderly victims of an apartment fire. The Home and Community Services Emergency Response Team in Tacoma was pulled together at 4:55 p.m. The team quickly calmed the victims who were emotionally overwhelmed and without any belongings. There were approximately 52 individuals with developmental disabilities that needed shelter. Staff responded willingly. They successfully placed everyone within two and one-half hours. **Team Members:** Sue Bracken, Andre King, supervisor, Gina Pickford, Pete Luzi, all social workers, Deanna Rankos, regional administrator, Jim Tarr, social worker, and Sandy Smith, program manager. (Not pictured: Lisa Merry)



### The ISSD-SSPS Year 2000 Programming Team

This team was formed to change program codes to process payments to clients after the Year 2000. Challenged with the demands of a high visibility project, they responded by exceeding the demand for timely and accurate work. Many program changes were completed ahead of schedule, allowing more time for the system testing phase. The project was completed nine months ahead of schedule and under budget and was recently honored with

the Governor's Award for Service and Quality Improvement. Each member of the team performed beyond expectations. **Team Members:** Jean Holz, Fran Bonnema, Otis Leathers, and Ron Ames (seated), all programmers. (Not pictured: Donna Lewis and Darrell Dudley)



### The Olympia Field Office Paternity Team - Division Child Support

The Olympia Field Office Paternity Team has exceeded its goal for paternity establishment for 1997. This field office ended the year with an astounding 94.5 percent Paternity Establishment Percentage, the highest in the state for the year. They worked closely with clients, Community Services Offices, prosecuting attorneys, local hospitals and interested groups. This team is to be commended for their continuous coordinated effort to get paternity established on all appropriate cases. **Team Members:** Diane Russell, Melanie Watters, support enforcement officer 3s; Tom Rawlings, support enforcement officer 2; Jean Johansen, Denise Clauson, Filomena Lipsker, Florence Koshi, support enforcement technicians.



### The Personal Empowerment Program Team - Fircrest School, Division of Developmental Disabilities, Shoreline

The Personal Empowerment Program Team is with the Division of Developmental Disabilities. This team developed a program that used

The Outstanding Team Awards honor the best examples of team efforts and results that contribute to fulfillment of the DSHS mission, beliefs and intentions. A team can be an existing work unit, a group of people who come together spontaneously, a group assigned to a specific task, or a group that works together toward a common goal. A team may be cross-functional or cross-divisional. Ten teams were honored this year.

assistive technology to allow these individuals to control their environment in meaningful ways. Each team member has made a significant, positive impact on clients within their programs. The results from these programs are being submitted for publication in several national journals of research and also presented at two national conferences. **Team Members:** Brian Boase, habilitation plan administrator, Joanne Dunbar, Karen Henderson, Terri Kedziorski, all recreation specialist 3s, and William Bell, habilitation plan administrator (Not pictured: Shirley Pilkey)



### The Resident Protection Program - Headquarters, Olympia

The Resident Protection Program was recently formed within Residential Care Services to protect residents in nursing homes. The team investigates allegations against nursing home employees of resident abuse and neglect and misappropriation of resident property. They have developed a process to prevent those individuals that have substantiated findings from working in all Long Term Care settings. The nursing home industry has praised the work of the team members for their professionalism and the sensitivity shown to residents and staff members. **Team Members:** Suzanne Plaja, assistant program manager, Rodney Atkins, investigator, Pat Bossert, program manager, and Rita Forster, investigator.



### The Vancouver Home & Community Social Work Staff

The Vancouver Home and Community Social Work Staff accomplished the unplanned relocation of 48 boarding home residents within a short time frame due to a boarding home license revocation. Social work staff were notified at noon on a Friday that relocation of all residents would need to occur within five calendar days. This Home and Community Services team successfully managed a very difficult relocation and performed that task in an outstanding and extraordinary manner. **Team Members:** Cherry Fife, Susan Hart, Connie Santeford, Samole You, all social worker 3s.

## Diversity Calendar

Each month throughout the year *The News Connection* features the next two months' special dates, provided by the Division of Access and Equal Opportunity, Diversity Initiative. Help celebrate the richness of our world and the people of America. If you have a special date you would like included in the next calendar or want more information on the Diversity Initiative, contact e-mail [RSWAIN@dshs.wa.gov](mailto:RSWAIN@dshs.wa.gov). Not all dates can be included because of length constraints.

### July

- 1 Canada Day
- 2 Thurgood Marshall's Birthday
- 4 U.S. Independence Day
- 10 Bahamas Independence Day
- 14 France Bastille Day
- 16 Bolivia-LaPaz Day

- 17 Vietnam & Korea Constitution Day
- 22 Poland Liberation Day
- 25 ADA Anniversary
- 27 Puerto-Rico-Barbosa Day
- 28 14th Amendment 1868: Blacks become citizens

### August

- 2 International Friendship Day
- 6 Hiroshima Day
- 7 Bahai Friendship Day
- 9 Nagasaki, Japan—Moment of Silence
- 11 Mohammed's Birthday
- 13 International Left Handers Day
- 17 Indonesia Independence Day
- 19 Philippines Quezon Day
- 25 France Liberation Day
- 26 U.S. Women's Equality Day
- 31 Korea Thanksgiving Day



# So just what is the ethical use of *e-mail*?



A recent change made by the Washington State Executive Ethics Board affects how state employees use e-mail and other state resources.

The amending of WAC 292-110-010, Use of State Resources, now allows employees the occasional and limited personal use of state resources, such as voice mail, e-mail and computers.

The new rule, which became effective April 27, **permits the use of state resources, such as the computer or e-mail, when:**

- the cost to the state is de minimis (so small as to be insignificant or negligible);

- there is no personal benefit or gain to the employee;
- the use of the state resource does not interfere with the performance of the employee's official duties; and
- the use is occasional and brief in duration.

**Employees may *not* make *private* use of state resources, even when the cost is de minimis, when**

- the resource is consumable, such as paper (e.g., fax message), envelopes or spare parts; or
- the state property has been removed from state facilities or other official duty stations, such as a laptop computer, or a video tape player; or
- the use of the state resource is for the personal benefit or gain to the employee, such as conducting an outside business, promoting or soliciting for an outside

- organization or political campaign; or
- the activity is illegal.

(Please note that the Combined Drive is not affected by this rule change.)

The WAC contains several examples related to the use of state resources. Under the new rule an employee may append a personal greeting when sending an e-mail discussing business. It also allows employees to use e-mail to contact a family member to check on the safety or well-being of a child.

If you have questions about the new ruling, contact your supervisor or Jeanette Sevedge-App in ISSD at (360) 902-7538. Additional information is available at [http://www.wa.gov/ethics/292\\_110\\_120\\_WAC.html#110-010](http://www.wa.gov/ethics/292_110_120_WAC.html#110-010).

## Shared leave

Kim Anderson, a computer information consultant 2 for the Division of Developmental Disabilities in Olympia, is in need of shared leave. Her husband was seriously injured on the job and is in Harborview Medical Center in Seattle. Kim needs leave to be with him until he is transferred to a closer medical institution, possibly for rehabilitation. For more information, contact Marion Noe at (360) 753-4673.

*You may donate annual leave if you have over 80 hours, sick leave if you have over 480 hours, and/or your Personal Holiday. Contact your personnel officer to donate leave.*

## RETIREMENTS

**Booth, Lorna A.**  
12 Yrs. Western State Hospital

**Core, Colin M.**  
25 Yrs. Division of Child Support

**Flint, Shirley J.**  
22 Yrs. SOLA - Region 1

**Ford, Kenneth L.**  
26 Yrs. Lakeland Village

**Garrison, Myrta J.**  
14 Yrs. Western State Hospital

**Gregory, David R.**  
30 Yrs. Aging and Adult Field Services

**Hammer, Lila H.**  
9 Yrs. Kelso Community Services Office

**Henderson, Charles R.**  
27 Yrs. Division of Assistance Program

**Kelly, Kevin T.**  
20 Yrs. Eastern State Hospital

**Kile, James L.**  
32 Yrs. Lakeland Village

**Lundt, Gerald**  
31 Yrs. Division of Child Support

**McMurray, Lucille**  
31 Yrs. Administrative Services Division

**Mitchell, Barbara J.**  
24 Yrs. Division of Program Research and Evaluation

**Nelson, Bernard O.**  
40 Yrs. Economic Services Administration - Region 1

**Ohlson, Daniel A.**  
30 Yrs. Division of Assistance Programs

**Okeson, Joanne L.**  
33 Yrs. Rainier School

**Paavola, Ronald M.**  
7 Yrs. Naselle Youth Camp

**Parker, Willie M.**  
27 Yrs. Aging and Adult Field Services

**Spaulding, Wesley E.**  
14 Yrs. Lakeland Village

**St. George, Elvira C.**  
33 Yrs. Rainier School

**Tapp, Jean A.**  
25 Yrs. Vancouver Community Services Office

*These employees retired in April 1998*

## SERVICE MILESTONES

### Region 1

5 Beckner, Dawn  
10 Speiser, Duane  
15 Bowen, Breece  
15 Schindler, Amy  
15 Talbot, Earl  
20 Diekhans, Beatrice  
20 Everette, Aletha  
20 Pipkin, Cheryl  
20 Spaid, Edward  
25 Herrin, Joe  
30 Johnson, Steven  
35 Kerrick, John

### Region 2

5 Dailey, Sandy  
10 Bosch, Becky  
10 Edwards, Joann  
10 Pottenger, Janelle  
15 Nagle, Patti  
15 Robison, Brian  
20 Derbawka, Kathleen  
20 Greenough, Connie  
30 Martinez, Victor  
30 Sauve, Walter

### Region 3

10 Cruz, Cheryl  
10 Grenier-Swihart, Kat  
10 Martinez, Marion  
10 Ozbun, Terri  
15 Davis, Gayle  
15 Randall, Robert  
15 St. Hilaire, Ted  
20 Anderson, Julie  
20 Le May, Ruby  
20 Phipps, Jyl  
20 Wirth, Judith  
25 Czap, Janet  
25 Rhoads, Margaret  
30 Barco, Juan

### Region 4

5 Anastasio, Vinicio  
5 Camozzi, Adlee  
5 Condello, M. John  
5 Ludwig, Darcie  
10 Brown, Amy  
10 Dahlstrom, Raju  
10 Gibson, Terry Ray  
15 Kesi, Lori  
15 Mills, Beulah  
15 Myren, Marilyn  
15 Roos, Marsha  
25 Green, Sandra  
25 Mocorro, Anita  
30 Walker, Terry Lee

### Region 5

5 McClain, Glynis  
5 Ward, Danae  
10 Akers, Wanda  
10 Daniels, Thomas  
10 Dean, Robert  
10 Stillman, Joyce  
10 Ung, Frederick  
10 Wade, Arthur  
15 Birkeland, Thomas  
15 Duncan, Richard J.  
15 Lengyel, Daniel  
15 Read, Sheree  
15 Scamfer, Lester

### Region 6

5 Corbit, Grace  
5 Roberts, Beatrice  
5 Sanders, Linda  
5 Smith, Michael  
10 Bentsen, Jean  
10 Christensen, Wanda  
10 Hamner, Kristine  
10 La Brec, Cynthia  
10 Thurston, Donna  
10 Zoet, Dennis  
15 Carter, Robert  
15 Fritsch, Lorraine  
15 Herrick, Harold  
15 Waritz, Janet  
20 Hayden, Larry  
30 Rowe, Robert

### DSHS Headquarters

5 Benya, Mark  
5 Deleon, Karen  
5 Hernandez, Baudelia  
5 Kilmer, Dineen  
5 Lewis, Shari  
5 Robinson, Randall  
5 Wenkheimer, Karen  
10 Knopp, Jane  
10 Kvernvik, Andrea  
10 Marburger, Peter  
10 Sampson, Thomas  
10 Skipworth, Gloria  
10 Snyder, Martha  
10 Sparks, Lori  
10 Spencer, Cathy  
10 Vermillion, Kathleen  
10 White, Edward D Jr.  
10 Whitener, Sherri  
10 Winstanley, Donna  
15 Balzer, Andree  
15 Broyles, Gregg  
15 Cotey, Marla Rae  
15 Fry, Diane  
15 Hardesty, Lyna Ree

15 Hewitt, Carla  
15 Huynh, Phuc  
15 Latner, Steven  
15 Monaghan, Linda  
15 Morkert, Nancy  
15 Mount, Sherry  
15 Scarborough, Ellen  
15 Worden, Lola  
20 Anderson, Darlene  
20 Barsness, Rejane  
20 Cruz, Mernilo  
20 Gua, Gwendolyn  
20 Monk, Phyllis  
20 Sebre, Joyce  
20 Smith, Michele  
20 Stockwell, Joyce  
20 Tran, Lien Bach  
20 Tran, Nhi Van  
20 Tvedt, Karen  
25 Arnaud, Michael  
25 Engelhart, Gerald  
25 Hall, Jana  
25 Powell, Gregory  
30 Hatfield, Richard  
30 Lewis, Jean  
30 Maudsley, Lewis  
30 Riley, Timothy  
30 Ross, Jeri

### Consolidated Support Services

5 Olson, Theodore  
15 Kopp, Keith  
20 Bunnell, Mary

### Eastern State Hospital

5 Hofeditz, Roberta  
5 Pebles, Leslie  
5 Skimming, Susan  
15 Stimson, Theresa  
20 Ripley, Kenneth  
20 Spilker, Paul

### Echo Glen Children's Center

5 Colby, Steven

### Fircrest School

5 Braaten, Michelle  
5 Cartwright, Steven  
5 Valdez, Eric  
5 Madin, Kathryn  
5 Flynn, Susan  
10 Frodsham, Lawrence  
10 George, Kolleen  
10 Montague, Kenneth  
10 Nash, Delois

15 Ewaida, Mariam  
25 Snyder, Lois

### Frances Haddon Morgan Center

5 Keniston, Lydia  
25 Parmely, Nellie

### Green Hill School

5 Armstrong, Michael  
5 Goodwin, Deborah  
5 Helin, Betty  
5 Refilong, Donald  
20 Sessions, William

### Indian Ridge Youth Camp

5 Woods, Roderick

### Lakeland Village

5 Cooper, Patricia  
5 Howard, David  
5 Main, Robert  
5 Martin, Charles  
10 Wasson, Deena  
15 Kelly, Virginia  
20 Do, Duyen Thi  
20 Van Matre, Chuck  
25 Kellen, Steven

### Maple Lane School

5 Lettau, Bonita  
10 Hillman, Lauren  
10 Lohr, Gary  
15 Avery, Gary

### Mission Creek Youth Camp

5 Farrell Jr., Donald  
5 Kosoff, Larry  
15 Wallace, William

### Naselle Youth Camp

5 Cothren, Mary  
10 Stamm, Christopher

### Rainier School

5 Burson, Todd  
5 Castle, Charles  
10 Davis, Larrie  
10 Riddle, Glenda  
15 Hulsey, Rebecca  
15 Moriarty, Nancy

15 Salomon, Daniel  
15 Volk, Beatrice  
20 Murphy, Amy  
30 Diaz, Linda  
30 Grayson, Frederica

### Special Commitment Center

15 Richardson, Joyce  
20 Dehmer, William

### Western State Hospital

5 Charles, Anthony Cee  
5 Clary, Billie Jo  
5 Gonzales, Agnes  
5 Jensen, Esther  
5 Monsrud, Bonnie  
5 Patchell, Lori  
10 Alvarez, Reynaldo  
10 Anderson, Christi  
10 Bernabe, Jimmy  
10 Cook, Julia  
10 Ellerbee, Phillip  
10 Erb, Donna  
10 Jacobsen, Patricia  
10 Johnson, Patricia  
10 Keyes, Edward  
10 Mingura, Armida  
10 Peterson, Ralph  
10 Sullivan, Marvin  
10 Tatum, Jesse  
10 Triplett, Mark  
15 Coonan, David  
15 Gabrielski, Melvadene  
15 Hitchins, Linda  
15 Kozuki, Robert  
15 Nagle, Joyce  
15 Reeder, Regina Lynn  
15 Thompson, Martha  
20 Peay, Carrie  
20 Stewart, Myrn  
30 Whitman, Marlene

### Yakima Valley School

5 Ceja, Candice  
10 Pease, Arthur  
15 Baker, Janet  
15 Shelton, Doris

*These employees celebrated service anniversaries in July 1998*